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DCHA/CMM CONFLICT TECHNICAL CAPACITY BUILDING AND TRAINING

QUARTERLY REPORT: YEAR I, QUARTER I

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DCHA/CMM Conflict Technical Capacity Building and Training

QUARTERLY REPORT: YEAR I, QUARTER I



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OVERVIEW

This quarterly report covers the first quarter of fiscal year 2015 (October 1, 2014 through December 31, 2014). The contract is in its first year of performance and runs through September 30, 2019. MSI is the prime contractor on the DCHA/Conflict Management and Mitigation (CMM) Conflict Technical Capacity Building and Training Task Order (CTCBT TO). MSI provides curriculum design, facilitation support, e-module development, survey development, creation of a community of practice (CoP) and analytical services for CMM.

This first quarter focused primarily on establishing contract management systems in preparation for the training courses to follow throughout the TO. The following list provides a chronological summary of the activities undertaken this quarter¹:

- Submitted and received approval for the project's **Year 1 workplan, Branding and Marking Plan, and Monitoring and Evaluation (M&E) Plan**.
- Attended the **PEACE IQC launch meeting** with USAID and two other PEACE IQC project teams on [October 24, 2014] and also held a **TO kick-off meeting** on [November 19, 2014] with the project's partners and COR.
- Updated **trainer and logistician checklists** for all three CMM courses: Conflict 102 (C102), Gender and Conflict (G&C), and Advanced Conflict Assessment (ACA).
- Updated a **mission checklist** for all three existing courses (C102, G&C, and ACA) when they are held overseas.
- Identified **advisory board** for the Advanced Conflict Programming (ACP) course.
- Prepared for courses that will take place next quarter, including:
 - In **Pakistan**: C102 and G&C
 - In **Zimbabwe**: C102 and G&C
 - In **Washington, D.C.**: C102, G&C, and ACA
- Created a revisions template for trainers to note suggested updates, edits or concerns, ensuring that all feedback is adequately tracked by MSI.
- Made key decisions on the structure of the **Community of Practice (CoP)**.

Detailed descriptions of these activities are found in the following section. As no courses were held this quarter, a table of participant numbers is not included.

¹ Several CMM activities were also completed under separate task order, DCHA Learning and Training, including: Updates to participant training binders for C102 and G&C, editing of the *We Are CMM* video, and completion of the Gender and Conflict facilitator guide.

ACTIVITY UPDATES

Conflict 102 (C102):

The C102 workshop is a practical and highly participatory training that introduces participants to conflict analysis and best practices for programming and provides the tools needed to successfully apply basic conflict diagnostic tools, design an appropriate response, and develop a conflict-sensitive monitoring and evaluation plan. The training uses vignettes and case studies to give participants opportunities to apply what they are learning to realistic situations.

In Quarter 1, MSI prepared for three C102 courses to be held in Quarter 2. Two of the courses will be held simultaneously the week of February 9, 2015 one will be held at the USAID/Pakistan mission, while the other will be held in Washington, D.C. The third course will be held March 3–4, 2015 at the USAID/Zimbabwe mission. In preparation for these courses, this quarter MSI updated the logistics training checklist and mission checklist for C102 to ensure effective planning and logistics during the course.

Gender & Conflict (G&C):

The G&C workshop puts ideas into practice, drawing on concepts from academic research and demonstrating where gender fits into the Conflict Assessment Framework (CAF) and conflict program design. Participants learn how gender roles change in conflict and post-conflict environments and what this means for development interventions, practice incorporating gender in conflict analysis, and integrating gender in conflict programming.

In Quarter 1, MSI prepared for three G&C courses to be held in Quarter 2. One course will be held February 12, 2015 at the USAID/Pakistan mission; one will be held February 19, 2015 in Washington, D.C.; and one course will be held March 5, 2015, at the USAID/Zimbabwe mission.

Advanced Conflict Assessment (ACA):

Advanced Conflict Assessment is a 3.5 day advanced course and requires C102 as a prerequisite. The objectives of the workshop are to: ensure participants understand the CAF; familiarize USAID staff with the process of assessment and considerations for planning; improve participant skills in using the CAF to guide data collection and analysis, and to provide tools for synthesizing information into findings and for linking findings to concrete recommendations for USAID programmatic response.

In Quarter 1, MSI prepared for one ACA course to be held in Quarter 2. The course will be held February 23-26, 2015 at the United States Institute of Peace (USIP) in Washington, D.C. ACA will be held at USIP because there was no space available at USAID's WLC or OFDA training center. As USIP has never hosted a CMM training, MSI scheduled planning meetings with USIP to discuss course logistics.

Training of Trainers (TOT):

The TOT is designed to train potential C102, G&C, and ACA trainers facilitation skills needed for each course and to be well-versed in the content of each course. MSI will ensure that TOT curriculum reflects adjustments to all three CMM courses.

In Quarter 1, there were no TOTs. At this time, there are no scheduled TOTs for C102, G&C, or ACA. The next TOT for all three existing CMM courses will be held upon completion, approval, and pilot testing of gender revisions for C102 and ACA, which will be under way in Quarter 2.

Conflict 102 Online Refresher:

CMM and the MSI core team began initial development of the C102 e-module. This one-hour e-module will provide a refresher on conflict analysis key concepts and approaches and create sustained access to C102 training materials.

This quarter, CMM and MSI determined the target audience for the C102 online refresher, which will include C102 alumni who are looking to refresh their knowledge on conflict-sensitive programming, but will not be limited to only C102 alumni. The C102 online course will also be posted on the CoP, and be available to all interested participants. By including external USAID participants, the C102 online course will achieve CMM's objective to "disseminate conflict technical capacity building and training curricula that incorporate state-of-the-art peacebuilding and conflict sensitive approaches."

In addition to identifying the target audience, this quarter MSI also began discussing the technological components of building an e-module that could be housed on the CoP.

Advanced Conflict Programming (ACP):

The Advanced Conflict Programming (ACP) course will be a five day advanced training course. At the request of USAID/CMM the course name has been changed to Advanced Conflict Programming from the original name of "Advanced Program Design, Monitoring and Evaluation in Conflict Contexts." The course will serve experienced USAID staff who have met the necessary prerequisites to increase application of conflict-sensitive principles to the design, implementation and monitoring and evaluation of USAID programs worldwide.

At the request of CMM, design activities for ACP have been postponed. In quarter 1, prior to this decision, MSI identified an advisory board to serve in the development of this course.

Community of Practice (CoP):

The creation of a COP will showcase CMM's technical and learning leadership within the global peacebuilding community. It will be housed on Search for Common Ground's (SFCG) Design, Monitoring, and Evaluation (DM&E) platform, capitalizing on an existing network of 4,000 members in over 130 countries.

In Quarter 1, CMM, MSI, and SFCG met and discussed options for creating the CoP. SFCG provided a series of decision trees to guide CMM in determining foundational decisions on the CoP's purpose and function. To summarize, the main decisions included: objectives of the CoP, community type, and audience.

Primary audience: the broader development community working in conflict affected areas	Practitioners
	Academics and students
	Donors
Secondary audience:	USAID/USG Staff
	Host governments & local organizations

The objective of the CoP is to disseminate training curricula to the broader development community, and to provide a space for CoP members to engage with one another. The community type will be "open," meaning that any person can access the site and its resources without having to become a member and log-in. This will ensure that the materials are available to a broader range of interested people. The primary target audience will be the broader development assistance community working in conflict-affected areas. Please see annex A for a list of these key decisions following a progression of meetings between CMM and MSI.

Contract Management

The CMM office launched three PEACE IQC awards simultaneously on October 24, 2014 to review overarching IQC points as well as specific contractual obligations, points of contacts, objectives, and activities under each awarded task order. CMM emphasized the importance of working hand-in-hand with USAID on these tasks as well as the importance of open communication of thoughts and ideas. During the question and answer session the potential for collaboration across task orders, particularly across FACTRS and CTCBT, was a welcomed idea for further consideration.

On November 19, 2014, the FACTRS and CTCBT teams coordinated the combined partner and CMM kick-off meetings to occur simultaneously to allow for these teams to come together during lunch to meet one another and briefly discuss potential cross-roads.

The CTCBT kick-off meeting consisted of partners: CDA, GMU's Center for the Study of Gender and Conflict, Learning Everywhere, and SFCG. CMM's COR and MSI's TO team were also present. The session lasted from 9am – 1pm, providing an initial icebreaker exercise discussing the individual and organizational cultures at the table, an overall introduction to the task order with review of the first year's workplan, as well as a plenary review of the M&E Plan. Notes were subsequently shared and communications continue.

In Quarter 1, MSI worked with CMM to finalize three contract deliverables: the M&E Plan, the Branding and Marking Plan, and the Year 1 Workplan. Initial drafts were submitted on October 31, 2014 for all three deliverables. Following feedback received from CMM, final versions of the M&E Plan, the Branding and Marking Plan were submitted on November 7, 2014, and the Year 1 Workplan was submitted on December 29, 2014.

In correlation with the M&E plan, MSI will work with PEACE IQC partner CDA to: revise participant evaluation forms for C102, G&C and ACA courses; create pre-and post-tests to measure participant knowledge gained; and create a viable evaluation plan. The new participant evaluation forms will be piloted with CMM training participants in February along with a pre-and post-test for C102.

MSI worked closely with CMM to develop a series of organizational systems to guide the smooth implementation of the TO over the next five years. These efforts resulted in the following tools:

- Training calendar to track dates and trainers for upcoming trainings. The calendar is reviewed weekly and stored on the Google drive for shared access.
- Task tracker to track all upcoming tasks. The task tracker includes tasks, action items, person responsible for the task, and due dates. The task tracker is reviewed weekly.
- Logistician checklists for each course
- A mission checklist for overseas courses
- Naming and filing conventions for course materials
- Standard revision template to better capture trainer's recommendations for specific course revisions for all core CMM courses.

This quarter, MSI also began working with George Mason University's Center for the Study of Gender and Conflict to finalize a scope of work to revise the C102 and ACA courses in order to better integrate gender into the course content. This revision work will begin next quarter.

Facility clearance documents were submitted for the logistician to have USAID email and facilities access. Clearance is pending USG approval.

LESSONS LEARNED

- **Updating and utilizing logistics and missions checklists ensures smooth planning and implementation of trainings.** Following the procedures outlined in the checklists will improve the organization and delivery of Washington, D.C.-based and mission-based courses by providing consistent and clear delivery processes for each course. Used as a communication tool with CMM generally, their trainers specifically, and the Missions has already enhanced efficacy of planning.
- **Maintaining a systematic naming convention** for documents on Google Drive keeps shared materials between CMM and MSI organized.

- **Creating and continuously updating an annual training calendar ensures clear communication of dates and trainers.** MSI and CMM use the training calendar via google drive to coordinate dates, venues and CMM trainers. In only three months, this process has proven to be a sound tool to ensure we are all working from the same list of course offerings.
- **Using decision trees is a helpful tool to build the CoP.** Decision trees outline the numerous options for building an online CoP, and include pros and cons for each option. In addition, SFCG also included their recommendations based on developing the DM&E for Peace and subsequent UNICEF site in which CMM's CoP will be built. This allowed CMM and MSI to make informed decisions on the CoP's structure and purpose.
- **Including partners in decision-making processes brings a welcomed external perspective.** Starting with the kick-off meeting, MSI incorporated a participatory process to elicit feedback from partners on a number of items. One deliverable that specifically benefited was the M&E Plan, which now includes a more robust plan for measuring training outcomes as well as utilization of materials. A similar participatory approach will be used in year two of the contract in the development of the ACP course.

PLANS FOR NEXT QUARTER

- Provide logistical support for **C102** in Islamabad, Pakistan.
- Provide logistical support for **G&C** in Islamabad, Pakistan.
- Provide logistical support for **C102** in Washington, D.C.
- Provide logistical support for **G&C** in Washington, D.C.
- Provide logistical support for **ACA** in Washington, D.C.
- Provide logistical support for **C102** in Harare, Zimbabwe.
- Provide logistical support for **G&C** in Harare, Zimbabwe.
- Test revised evaluation forms for **C102, G&C, and ACA**.
- Submit drafts of gender revisions for **C102 and ACA**.
- Continue developing the **CoP**.

ANNEX A: KEY DECISIONS FOR COP

Decisions Made:

CoP Objectives:

1. To disseminate conflict technical capacity building and training curricula to the broader development community working in conflict affected areas
2. To provide a space for CoP members to engage and share experiences, questions, and lessons learned on peace and conflict training topics

Community Type Decision: because of the objectives stated above, the CoP will be **open** to all.

- This means that any person can access the site and its resources without having to log in.
- Users will be encouraged to create a member log but it will be optional. Those that do will receive the CoP e-newsletter/ hot topics email.
- Only the content manager can upload content. Users will be encouraged to post any tangential materials on the DME for Peace site. Maintaining a niche training library on the CoP and posting other materials on the DME for Peace site will require fluidity of movement between DME for Peace and the CoP.

CoP Audience:

Decision: In recognition of CMM's conflict sensitivity mandate, the primary CoP audience goes beyond the peacebuilding community to encompass the broader relief and development actors. All CoP members will self-select to join. See the chart below for the primary and secondary audiences.

Primary audience: the broader development community working in conflict affected areas	Practitioners: <ul style="list-style-type: none"> • <i>Peacebuilding community:</i> organizations working directly on peacebuilding issues, CMM partners, thought leaders • <i>Broader relief and development organizations:</i> humanitarian assistance, WASH, education, health, environment, etc.
	Academics and students from institutions advancing conflict sensitivity and peacebuilding: <ul style="list-style-type: none"> • GMU, EMU, AU, Tufts, Georgetown, GW, etc. • Think tanks
	Donors focused on peacebuilding and conflict sensitivity: <ul style="list-style-type: none"> • DFID • Foundations
Secondary audience:	USAID/USG Staff <ul style="list-style-type: none"> • Conflict Cadre of trainers • CMM trainee alumni • USG staff from DOS or DOD • Program Officers in Missions
	Host governments & local organizations <ul style="list-style-type: none"> • Predominantly English-speaking since materials will not be translated

Decision rationale:

- **Engagement with the broader development community:** the CoP will engage with development sectors that have the most to add and the most to gain from the CoP to ensure that discussions on the CoP are robust in content and relevant to the objectives. Examples are noted in the chart above. Engagement with the larger development community will also increase the visibility and profile of the CoP, which will further the objective of dissemination of curricula developed by CMM.
- **Engagement with practitioners, academics and students, and donors:** the intention of sharing CMM training curricula is to make these materials available to the broader peacebuilding and development communities to use, adapt as needed, provide feedback, and enrich the discussion and practice around peace and conflict training and learning. User feedback will be welcomed with the caveat that CMM will not be expected to revise materials based on such feedback.
- **Engagement with thought leaders:** the CoP will ask thought leaders to share invitations to join the CoP as well as ask them to forward CoP announcements and e-newsletters to their networks. This will increase the CoP's visibility and may increase the perceived value of the CoP in the minds of the larger peacebuilding community.
- **Engagement with USAID/USG staff:** this group was selected as a secondary audience because the main objective of the CoP is to disseminate CMM's training curricula externally.
- **Engagement with host governments and local organizations:** the CoP will invite host governments and local organizations in key regions/countries (TBD) to visit the site, use the materials, and engage in the CoP. Materials will not be translated, thus restricting usership to English speakers.

CoP Outreach and Dissemination Strategy:

Decision: MSI and CMM will create an outreach and dissemination strategy with clear tasks and dates for communications. This strategy will be closely linked to the content management strategy and revisited and updated as needed bi-annually.

Listserv Decision: the CoP will first create and use a listserv to generate awareness about the CoP and engage members. The listserv will be unmoderated by the content manager. To get on the listserv, users will have to create a member log-in and be "checked" individually by the content manager so that all users will be legitimate and the likelihood of spamming or inappropriate behavior is low.

e-Newsletter Decision: an e-newsletter may be created but a final decision on this is on hold until CMM's knowledge management project is awarded in order to coordinate such communication. If an e-newsletter is created, it will have the following features:

- Content will be a combination of updates on the training materials and updates on discussions happening within the CoP
- The newsletter should inspire CoP members to: (1) go to the site; and (2) receive information about new training materials
- MSI can develop an e-newsletter template and CMM can generate the content
- In lieu of a full newsletter, the content manager could send out a "monthly hot topic" email to the listserv that highlights 1 – 2 CoP features or updates to entice members to visit the site

Social Media Decision: MSI and CMM will wait to see how the CoP will fit into CMM's larger knowledge management project once it is awarded; however, it could be envisioned that the CoP would be linked to existing social media (Facebook, Twitter, etc.) who could feature CoP content and raise awareness about it. A separate Facebook page or Twitter handle would not be created exclusively for the CoP. Examples of social media partnerships include:

- Facebook pages of practitioners – organizations, academic institutions, foundations
- USAID Mission Facebook pages
- Twitter feeds of thought leaders

CoP Content Management Strategy:

Management Decision: the CoP will primarily be a mission-driven strategy based on the two objectives; however, when CMM has content to respond to user requests, that content can be shared on the site.

Material Selection Decision: CMM needs to decide which materials will be shared on the site.

- Option 1: only training materials
- Option 2: training materials plus other CMM materials

Content Posting Decision:

- Step 1: Develop a master list of all materials that will be posted on the site
- Step 2: Sequence when the materials will be posted over the course of a year so that content can be posted in phases for continual engagement instead of one big post with all the materials.
 - Bundle materials by sector or audience
 - Link dissemination strategy to posting sequence

Style Guide Decision: the CoP will have a style guide with a set tone of voice, community policy, and a cross-sharing policy. This will maintain a professional demeanor for the CoP and institutionalizes CoP policies so that change and growth in users and turnover for the content managers does not change the style of the CoP.

Follow-up Action Items:

MSI:

1. MSI will send chart in contract to SFCG to ensure that CoP maintains mission.
2. MSI will consult with SFCG on the cost variations regarding an open/closed CoP site, such as:
 - a. Cost of phasing from closed to open
 - b. Cost of phasing from open to some closed areas
 - c. Cost of having a completely open or closed site
3. MSI will consult with SFCG on how participants can comment without identifying themselves (i.e. Washington Post requires emails to post comments).
4. MSI will create Google Doc of thought leaders in peacebuilding community and send to CMM to add to. Some of these thought leaders will be sent the community mapping survey.
5. MSI will send link of full CoP design reference document to CMM.
6. MSI will work with CMM to conduct a community mapping exercise:
 - a. The purpose of a community mapping exercise will be to:
 - i. Identify the types of materials and tools of interest by the target audience
 - ii. Identify best methods for sustained CoP engagement with members
 - b. MSI will get survey questions from SFCG and develop a short survey to send to a small sample set of the CoP target audience in late January.

- c. Target audience includes:
 - i. Thought leaders (could be practitioners and/or academics)
 - ii. Practitioners from CMM's Partner's Day conference (PEACE IQC holders, P2P grantees, etc.)
 - iii. Donors or foundations working in the peacebuilding sector (e.g. DFID)
 - iv. CMM trainee alumni who have taken 2 or more CMM courses in the last six months
- d. After survey, MSI will meet with CMM again to discuss next steps for CoP.

CMM:

1. CMM will send MSI list of invitees from last year's Partner's Day conference. This list will serve as the initial CoP membership base. Some partners will also be sent the community mapping survey.
2. CMM will consult internally to decide on whether the CoP will only feature training materials or will include other CMM publications and tools.
3. Multi-channel communication decision: CMM will decide the extent of media the CoP will use given the LOE available to manage the site. Options include:
 - a. A blog
 - b. Videos
 - c. Live events
 - d. Webinars